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INSPECTOR GENERAL'S SURVEY
OF THE

ASSESSMENT AND EVALUATION STAFF
OFFICE OF TRAINING

1959?

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I. Introduction

A. Purpose and Scope

1. This inspection of the Assessment and Evaluation Staff (A&E), Office of Training, was made at the request of the Chief, A&E, with the concurrence of Director of Training and Deputy Director (Support). The purpose was to examine and appraise the activities of A&E to aid in resolving questions raised by the recommendations of the Efficiency Task Force to reduce staff personnel by 25 per cent.

2. The survey was limited to the A&E Staff; however, its relationships with other Agency components also were examined. These included the Clandestine Services, Medical Staff, Office of Personnel and other components of Office of Training.

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4. Another problem, also not unique to A&E, is concerned with employing high-level personnel to do work not equal to their capabilities. This has application not only to senior psychologists assigned tasks that can be effectively performed by qualified junior personnel but also to college graduates required to perform clerical work. This practice should be avoided. Unchallenging work robs the capable individual of initiative, creates job dissatisfaction and contributes to low morale.

5. Related to this problem is the failure of the career service program to provide development opportunities to those employees who do want to make a career in the Agency and have the ability to perform creditably at higher levels. Within A&E there are several young people in this category. They are well qualified and competent employees and not dissatisfied with their present positions but feel that they have reached a dead end. Their contacts with other areas of the Agency are so limited that they are unable to strike out on their own. In fact, they have little or no knowledge of other kinds of work engaged in elsewhere for which they might be qualified. In effect, they are isolated from the rest of the Agency and ultimately may feel impelled to resign out of sheer frustration. The Agency cannot afford to lose its good young people in this way simply because the Career Service program is ineffective. The individual supervisor should contribute to the correction of this situation. He must first overcome his natural reluctance to release a productive employee for assignment outside his immediate component. Admittedly this is difficult but if he cannot provide ample room for development within his unit he must adopt the longer view in the over-all interest of the Agency and assist the

employee to enter other fields. He should help prepare the employee for broader activities by providing opportunities for administrative or professional training, give guidance and counsel and try to smooth the path by referring the employee to appropriate places where reassessments may be accomplished. Above all he must take a positive attitude of encouragement and assistance and not stifle ambition by trying to confine the employee to a limited job.

6. None of these problems are susceptible to easy solution but they should be given careful consideration with the purpose in mind of improving personnel policies and practices to provide better employee relations for the future. It is

Recommended that:

Chief, A&E, review personnel policies and administration within his staff, taking such actions as are within his authority to improve employee relations and recommending other appropriate actions to the DTR for consideration.

G. Conclusion

1. The findings of this inspection of the A&E Staff are summarized in the following paragraphs:

a. The Agency has been provided with psychological services of an extremely high level of professional competence.

b. The Agency has been provided with test and measurement facilities to meet all its requirements. Evaluation and assessment methods are excellent and in some respects may be superior to any other in government or industry.

c. The absence of adequate policy guidance has permitted an over-emphasis on management services to develop at the expense of more urgently needed operational support.

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d. A reorientation of effort is required which will stabilize management service functions at a lower level but still retaining the capability to serve the Agency's needs effectively and at the same time strengthen the operational support capability to meet operational requirements.

e. Reorientation will make possible modifications in the organizational structure of A&E which will permit an over-all reduction of personnel to approximately [redacted] A staff of this size should be able to furnish the psychological services needed by the Agency although the anticipated increase in operational support activities may ultimately justify a slightly larger force.

f. The operational support activities of A&E must be much more closely meshed with those of the psychological unit of TSS to provide mutual support and avoid unnecessary duplication of effort.

2. The recommendation of the Efficiency Task Force was rather arbitrarily arrived at and did not give full consideration to some of the factors developed in this inspection. Its estimate of a 25 per cent cut in working strength is not wide of the mark. However, it is

Recommended that:

The Efficiency Task Force set aside its recommendation affecting the A&E Staff and authorize DTR to accept the recommendations contained in this report in its stead.